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企业集团财务风险控制研究:  
结构性控制视角

Research on Financial Risk Control in Enterprise Group:  
Perspective on Structural Control

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## 论 文 摘 要

经济全球化、经营国际化成为当代经济的主题，人民生活的重要特征。在全球化的经济中，企业集团扮演着越来越重要的角色，尤其在现代市场经济环境中，企业集团的存在与发展不仅关系到企业自身的利益，还关系到国家或区域的经济实力及国际竞争力。随着企业组织规模的扩大，集团化趋势成为企业发展的重要一步，其因重大财务安排不当造成的影响也是灾难性的，因为财务运作牵涉着企业全局及长远发展的问题，企业集团各个成员及各项关联活动的失败最终都会诱发财务风险，导致财务危机。本文拟从企业集团的治理结构、组织结构及企业集团文化等结构性角度来阐述其财务风险的管理和控制，全文分为五章：

第一章“企业集团财务风险管理控制概述”：在对风险及风险管理的发展历程进行简要回顾的基础上，强调了企业集团风险管理与价值管理的关系，并简要描述我国企业集团财务风险管理控制的现状。

第二章“企业集团财务风险控制框架设计”：在前一章的基础上，描述了企业集团及其特征、形式，进而分析了企业集团财务风险的成因及特征；在此基础上探讨设计一个基于价值的企业集团财务风险管理控制体系，并对其进行了可行性分析与详细描述。

第三章“企业集团财务风险的治理结构控制”：主要从企业集团治理结构及其特殊性入手，探讨了治理结构与财务风险管理的关系，详细论述了企业集团财务风险控制的治理结构控制体系。

第四章“企业集团财务风险的组织结构控制”：主要从企业集团组织的特征及其与财务控制系统的匹配角度论述了企业集团财务风险的组织结构控制体系的设计。

第五章“企业集团财务风险的文化控制”：主要从企业集团文化的功能及其与企业集团组织结构、治理结构的关系入手探讨了企业集团文化与风险管理的基本关系及其对企业集团财务风险控制的影响，最后阐述了培育企业集团的风险管理文化来防范和控制企业集团的财务风险。

**关键词：**企业集团；财务风险；结构控制

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## **Abstract**

Within the globalization of economy the enterprise group plays a more and more important role. Especially in the market economy, the development of enterprise group not only has an influence on the benefit of itself but also on the economic strength and the international competitive of a country or region. With the enlargement of the organization scale of enterprise, the trend of enterprise group becomes an important step of the enterprise development. At the same time, the inappropriate of financial arrangement will produce the catastrophic aftermath. The finance arrangement involves the whole company as well as the long-term development of the company. The financial false of the enterprise group members and the false of its correlative activities will lead to the financial risk. This dissertation will discuss the financial risk management and control in enterprise group on the perspective of governance structure, organization structure and culture of enterprise group.

The first chapter is “Summarization of financial risk management and control in enterprise group”. Based on the reviewing the history of risk and risk management, I emphatically discuss the relation between risk management and value management, and then briefly introduce the status quo of financial risk management and control in china’s enterprise group.

The second chapter is “the framework design of financial risk control in enterprise group”. I first introduce the characteristics and type of enterprise group. Then I analyze the factors might producing financial risk in enterprise group as well as its characteristics. In the end I discuss how to design a value-based control system of financial risk management in enterprise group.

The third chapter is “the governance structure control of financial risk management in enterprise group”. In this chapter, I first introduce the governance structure and its character in enterprise group, and then analyze the relation between the governance structure and financial risk management in enterprise group. Finally I discuss how to design a governance structure system to control the financial risk in enterprise group.

The fourth chapter is “the organization structure control of financial risk in

enterprise group”. After analysis of the characteristic of organization structure in enterprise group and its match with financial control system, this chapter mainly discusses the organization structure system for controlling financial risk management in enterprise group.

The fifth chapter is “the culture control of financial risk in enterprise group”. The first I introduce the culture and its function in enterprise group, and then discuss the relation between the enterprise group culture and the governance structure and organization structure in enterprise group, then introduce the relation between culture and risk management, in the end, I discuss how to cultivate the enterprise group culture in order to control the financial risk management in enterprise group.

**Key Words:** Enterprise group; Financial risk; Structural control



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